

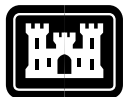
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**US Army Corps  
of Engineers  
New England District**

Volume 40, No. 9

# Yankee Engineer

June 2005

## Chief of Engineers releases new Strategic Vision

To celebrate the Army's 230th birthday, Lt. Gen. Carl Strock, Chief of Engineers, released his strategic plans for the Corps of Engineers.

A booklet entitled, "Strategic Directions" and a new "Permission Slip," also known as a "Just Do It" card, were released to Corps employees, June 16.

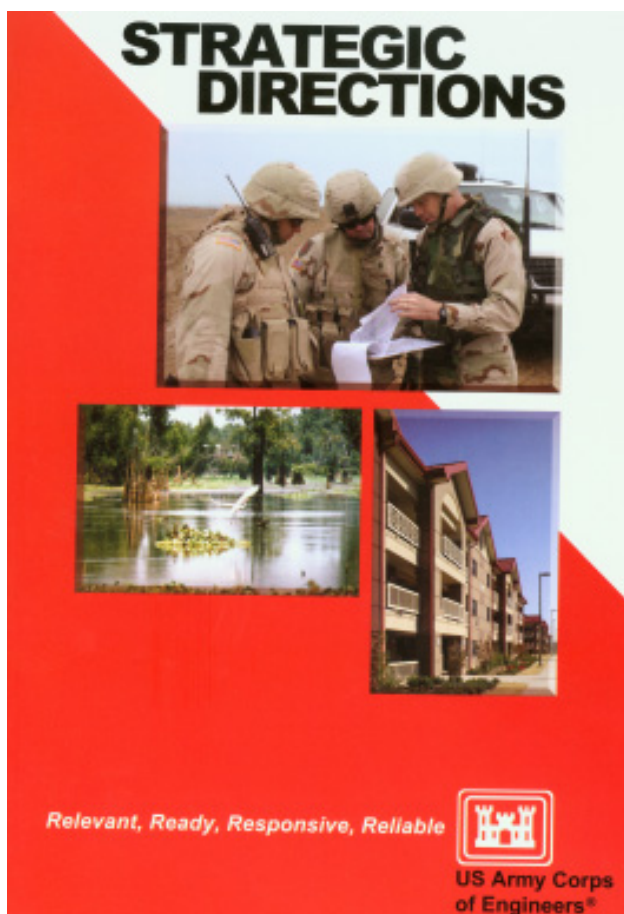
"I am enormously proud of the U.S. Army Corps of Engineers," wrote Lt. Gen. Strock in his letter of intent. "Our people are competent, courageous and committed to public service."

According to Lt. Gen. Strock, the organizational changes the Corps has made during the past few years has the agency moving in the right direction.

"However, we must remember that an uncertain future may require us to remain prepared for what the future brings as we work on doing the right things and doing things right," he wrote.

As the Corps moves forward as one team, it will be focusing on:

- Taking care of its people
- Maintaining its integrity
- Accomplishing its mission by using consistent business processes.



- Collaborating with others to develop sustainable solutions, using its Environmental Operating Principles as our guide.
- Increasing its capacity for partner-

ships by focusing outward and understanding the environments in which Corps employees work.

- Enhancing its technical competence and staying at the forefront of new engineering technology.

- Remaining accountable, careful stewards of the resources entrusted to its care.

According to Lt. Gen. Strock, focusing on these areas will result in an agile team with a capability to respond in today's dynamic and tomorrow's uncertain environments, now and in the future. "We will be a collaborative team, with better, faster, cheaper, greener and safer solutions that will delight those we serve," he said.

The Chief of Engineers emphasizes the Army Values in this latest brochure: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage. "Every day, the members of the

U.S. Army Corps of Engineers personify the Army values and pride in public service as expressed in our oath of service," he said.

In "Strategic Directions," Lt. Gen. *Continued on page 11*

# Yankee Voices

Mary Christopher  
Information Management



## Sympathy

...to the family of retiree **Arthur J. St. Germain**, who passed away June 10. Mr. St. Germain retired from the Corps in New England in 1960.

...to **Mike Penko**, Engineering/Planning, on the passing of his mother, **Angela Penko**, June 11.

...to **Lang Nguyen**, Survey Section, on the passing of his mother, **Vinh Nguyen**, June 19.

## Words worth repeating

"We can't solve problems by using the same kind of thinking we used when we created them."

- **Albert Einstein**

"It is a sign of strength, not of weakness, to admit that you don't know all the answers."

- **John P. Loughbrane**

"Of all the things you wear, your expression is the most important."

- **Janet Lane**

## Letter of Appreciation

The Shirley School District would like to thank you for your recent donation of five Dell monitors and five Dell Pentium II computers. These computers will certainly be put to good use!

Deb Cutter  
System Administrator, Shirley School District

## Congratulations

...to **Brian Murphy**, Information Management, on his selection as the WE Committee's Employee of the Month for June 2005. Brian received the award for his timely posting of time-sensitive material to the Cape Wind Application Permit project page.

... to the **Take Your Daughters and Sons Educational Program team**, which was selected as Team of the Month for June 2005. The team is being recognized for its exceptional support for the District's Take Your Daughters and Sons to Work Day. Team members include **Barbara Blumeris, Jacqueline DiDomenico, Patricia Sumner, Sheila Harvey, Julie Mackley, Alex Garneau, Carol Charette, Meredith Cavanagh, Sean Walsh, Scott Michalak, Brian Murphy, Bonnie Ortiz and Bobby Byrne**.

... to **Ian Osgerby**, Engineering/Planning, on the marriage of his daughter, **Kimberly** (Public Affairs) to **William Pumyea** (Office of Counsel) on May 29.

... to **Mary Christopher**, Information Management, and her daughter, **Mia Kimball**, on Mia's graduation from Billerica Memorial High School at Tsongas Arena in Lowell on June 7. Mia will attend college at the University of North Carolina in Charlotte, NC next fall.

... to New England District contractor, **ECC**, for receiving STAR Status under OSHA's Voluntary Protection program for its work at the Massachusetts Military Reservation Demo Area 1 on Cape Cod, Mass. The designation comes with a flag raising ceremony that will be held on July 14. The contractor also recently won the CMAA "Innovative Project of the Year" award for the same project.

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District Engineer .....Col. Thomas L. Koning  
Chief, Public Affairs .....Larry Rosenberg



Editor .....Ann Marie R. Harvie  
Media Relations Officer.....Timothy J. Dugan  
Public Affairs Specialist.....Sally M. Rigione  
Stay-in-School.....Kimberly Pumyea

# Commander's Corner:

## Some final thoughts before I leave

by Col. Thomas Koning  
District Engineer



On July 8, I will pass command to Col. Curtis L. Thalken. That will be a difficult day, not only because I will be leaving the New England District, but because my service in the military will come to an end. This will be my culmination of over 25-years of active service and an additional four years at

West Point Academy.

As I look back over these last three years in New England, I am honored to have served with each of you both here at Concord Park and in our many field locations. I have enjoyed being with you as you enjoy what you do. You are driven, dedicated and passionate about coming to work, and try to get the right things accomplished every day. This is a characteristic that sets you apart from most other organizations. This climate has made it easy for me to foster the kind of team-oriented environment that exists in the District.

In my first Town Hall meeting, I laid out my Vision for the organization and gave you my Command Philosophy of TEAM—Teamwork, Expertise, Attitude and Management. Looking back, there are so many projects and actions that provide examples of what we can and have accomplished together.

I am proud of the things we have accomplished in the PRBs, SPG and the PBAC. Although meetings are not exciting, it is in these meetings that the leadership and the “doers” of the District have shared ideas and direction. Every section, branch and division has been represented and concerns were heard. I thank you.

I am proud of the projects we have built in the far reaches of New England. Here is where the combined might of the headquarters and field personnel shine. Our projects provide a critical service to the citizens of the Northeast. I will fondly remember civil works projects such as the rehabilitation of Cape Cod Railroad Bridge and dredging of the many harbors; environmental successes at Eastland Woolen Mills, Elizabeth Mines, New Bedford and GE Housatonic projects; restoration projects at Smelt Hill and Lonsdale; and the difficult but satisfying military projects.

I am proud of the District efforts to reach out to our supporters and critics alike, to obtain balanced points of view. Through our contacts with our elected officials, our federal and

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**'As I look back over these last three years in New England, I am honored to have served with each of you both here at Concord Park and in our many field locations. I have enjoyed being with you as you enjoy what you do.'**

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- Col. Thomas Koning, District Engineer

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state partners, and through our outreach through tribal meetings we have sought others' guidance and counsel. I am proud of our impartial handling of political and emotionally charged debates on aquaculture, LNG facilities, electrical cables, pipelines, highways and wind farms. Your collective efforts have been amazing.

I will miss New England and all of you. I had been told that being the DE would be the best job of my career – and I have given it my best. It has been the best and I thank you for all of it. Essays!

## U.S. Army Corps of Engineers turns 230 on June 16

The U.S. Army Corps of Engineers will celebrate its 230th birthday on June 16. The founding of the U.S. Army Corps of Engineers has particular meaning to the New England District, as New England is the birthplace of the Corps.

The U.S. Army Corps of Engineers traces its beginnings back to the opening days of the Revolutionary War when Boston native Col. Richard Gridley was named Chief

Engineer of the Massachusetts Volunteers and shortly thereafter Chief Engineer of the newly formed Continental Army by Commander-in-Chief, Gen. George Washington.

Today, the U.S. Army Corps of Engineers is not made up exclusively of engineers, but of many professions that work as a team to get the job done. It is a total team effort that allows the Corps of Engineers to respond wherever, whenever we are needed. Anywhere, any place, anytime.



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## Rick Casano retires with 34 years of service

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*Rick Casano, Construction/Operations, retired from the New England District with 34 years of service. Over 35 friends and co-workers held a small retirement party for Casano May 2 in the Construction/Operations lunchroom. Many of the field offices held a surprise gathering for Casano during his last inspections at the projects.*

The lunchroom was decorated with various posters of Casano during various periods of his career, including a full length cut-out.

His retirement cake featured a very young Casano in his early years working at the District.

During the retirement party, Casano received many gifts from attendees as well as a Commander's Award for Civilian Service, his retirement certificate, and a traditional Bunker Hill plaque.

Dick Carlson, Chief, Construction/Operations, presented the awards. Joni Gardner presented Rick with his gifts. Casano received the Commander's

Award for Civilian Service for his exemplary performance as an Electrical/Mechanical Engineer during his years of service. His personality and ability to inspire and support other personnel demonstrated initiative and skill in devising new or improved equipment, work methods and procedures resulting in considerable savings in manpower, time, space, materials, and improved safety and health of the work force, according to the citation.

Though he has no concrete plans as to what he will do during his retirement, Casano does plan on doing some home-based projects.



(Above) A picture of Rick Casano is featured on his goodbye cake. Joan Gardner presents Casano with gifts and blown up photos.



Col. Thomas Koning presents Dave Dulong with his retirement certificate as Dulong's wife, Jean, looks on.



Photos by Brian Murphy

Dave Dulong (right) receives a Corps of Engineers flag from Bill Scully.

## Chief of Engineering/Planning retires

*David Dulong, Chief, Engineering/Planning Division has retired from federal service. Friends and co-workers held a party in his honor June 2 at the Minuteman Club, Hanscom Air Force Base. Dulong retired after 37 years of federal service.*

About 50 people attended the event to include retiree Charlie Coe. Farrell McMillan served as Master of Ceremonies. Other speakers included Joe Collucci, Bill Scully, and Dick Carlson. Stanley Gembicki, Baltimore District, made a special trip to New England to wish Dulong well on his retirement.

As parting gifts, Dulong received two gift certificates from



Raimo Liias presents Dave Dulong with one of many plaques he received during his retirement party.

Home Depot (one from New England District and one from Baltimore District), a Corps of Engineers flag, several plaques to include one that had a coin from each District he worked for, and a joke gift (WalMart greeter's shirt).

Col. Thomas L. Koning, District Engineer, presented Dulong with his retirement certificate and an award for Superior Civilian Service, which concluded the official part of the event.

Dulong gave a short speech about his career path and thanked his wife, Jean, who was in attendance for all of her support over the years and for all the times that they had moved. He also thanked everyone who attended his retirement party and left an open invitation to anyone who wanted to stop and visit him if they were passing through Maine.

Dulong plans on completing his house in Maine, hunting for deer and snowmobiling during his retirement.



Jean Dulong, Dave Dulong, Charlie Coe, Angie Vanaria and Bill Scully enjoy each other's company during the party.



# Project Development Team enters new phase of Work Climate initiative

The first phase of the New England District Climate Survey has been completed. Three hundred and sixty two New England District employees responded to the survey questionnaire with their views and comments.

The Leadership Development Program (LDP) members working on the project have completed the analysis of the survey and reported their findings to the Project Delivery Team (PDT) in charge of the survey.

The PDT has now moved on to the second phase of its Workplace Climate project that involves the help of New England District employees who volunteered to participate in focus group meetings.

The PDT was assigned to help the District take a look at itself, particularly in areas where it can improve the work environment. The Workplace Climate Survey was the first of three steps to accomplish this goal. In March, about 68 percent of the work force (362 people) completed the Workplace Climate Survey that was sent out via e-mail to everyone in the District. The results of the survey were distributed through e-

mail. Copies of the results can be obtained by contacting PDT member Mike Keegan.

After a month of closely examining every comment and every issue raised by survey participants, the PDT and the LDP evaluated the results and have identified the topics that need to be discussed and refined.

The LDP also put a great deal of time and effort in organizing the focus groups so that each one had a diverse mix of volunteers. When they finished, the LDP formed seven focus groups, totaling 46 people (two supervisory, one field, and four employee groups) that are discussing each topic and brainstorming ideas on how to resolve issues.

Focus group volunteers are participating in up to two sessions that will consist of brainstorming and expanding the issues. Each session will last up to three hours. All discussions in the focus groups are confidential. After the discussion groups take the issues and refine them, a list of recommendations will be compiled for the Strategic Planning Group (SPG).

The SPG will prioritize the issues

and decide on follow-up actions and establish PDTs to carry out those actions.

The groups are currently focusing on the following topics:

**Communication**, with the following emphasis:

- Assistance from other offices
- Information being provided down the chain of command on specific issues
- Communications with the field
- Stovepipe versus PMBP (PDT)

**Communication**

- Notification of Opportunities

**Promotions**, with a focused look at:

- Process of filling vacancies
- Length of time to fill vacancies
- Hiring practices
- Upward mobility/promotion potential
- Assistance in resume writing
- Consistency between job announcements and review/interview criteria

**Awards and recognition**, with a



Photo by Mark McInerney

## Red Sox support the Troops

*The honorary first pitch between the Red Sox and Orioles went to Pete Damon, retired Army Sergeant and Iraqi combat veteran, June 2 at Fenway. Sgt. Damon was a helicopter mechanic in the Massachusetts National Guard. He was injured in Iraq at Camp Anaconda on Oct. 21, 2003. He lost both arms in an explosion.*

*Service members from all five branches of the military, Army, Navy, Air Force, Marines and Coast Guard, joined Damon for the ceremonial first pitch prior to the final game of this last of four Red Sox, Baltimore Orioles series.*

*The White House Commission on Remembrance coordinated the event, and requested the New England District's assistance with photographic support. The Commission on Remembrance, established by Congress, honors America's fallen heroes and recognizes those who continue to serve our country.*

closer look at:

- Fairness of Awards
- Not all award categories/possibilities being used
- Team and Employee of the Month Fairness

**Consistency across New England District**, in particular:

- Time and attendance
- Unbalanced workload
- Flexible work programs availability
- Training opportunities
- PMBP process

**Training and development**, with a focus on the following:

- Opportunities for training
- Flexibility of training
- How to make limited training dollars go a long way

**Individual Development Plans (IDPs)**

**Management**, with a look at:

- Senior management out of touch/lack of leadership
- Dealing with poor performers
- Balancing the workload
- Friction between senior leaders and how it hurts the culture
- IDPs not being utilized
- Senior raters not engaged in Tapes process

Additional topics that the focus groups are discussing include PMPs/PMBP process, stovepipes and empowerment.

Members of the PDT and the LDP have been acting as facilitators during focus group discussions. Most of the groups will finish discussions by the end

of June so that Col. Thomas Koning, District Engineer, can be briefed on the progress being made by the PDT. Col. Koning plans to present the findings to the incoming Commander, Col. Curtis Thalken, who is set to take over in July.

Although the focus groups are in the process of discussing issues, it is not too late to make your concerns known. The PDT and LDP are still interested in hearing about issues and ideas for resolving those issues.

Anyone who would like to communicate to the PDT and LDP may contact one of the following people: Chris Godfrey, Sheila Winston, Barbara Newman, Gail French, Scott Michalak, Raimo Liias, Joan Gardner, Cathy Leblanc, Rachael Raposa, Martha Labbe, Mike Keegan, Andrea Pittman, Lorraine Cronin, Carol Charette, and Bill Herland.

## Milfoil treatment to temporarily close Shaw Cove

by Timothy Dugan  
Public Affairs

An herbicide treatment to reduce the amount of the invasive variable milfoil plant will close the Shaw Cove Road Boat launch in Sanbornton for the entire day of June 22.

During this period, boating and fishing will be prohibited in the Shaw Cove area but the remainder of the Pemigewasset River within the boundaries of the U.S. Army Corps of Engineers Franklin Falls Dam project will remain open to boating and fishing.

Variable milfoil is an invasive plant species that displaces native aquatic plants that provide food, shelter, and habitat for animals, fish, waterfowl, birds and insects. If left untreated, milfoil will destroy the habitat and many of the wildlife species that depend on it will perish.

A chemical herbicide named Aqua-Kleen will be used to treat the variable milfoil. Aqua-Kleen is a formulation of 2,4-D that has been used successively for the control of noxious aquatic plants,

including variable milfoil, for more than two decades. Aqua-Kleen has been approved by the U.S. Environmental Protection Agency (EPA) and is considered one of the herbicides of choice for variable milfoil control by the New Hampshire Department of Environmental Services.

Aqua-Kleen has no effect on humans, animals, birds, or fish once the pellets are diluted into the area. It only affects plants and the selective application and the mode of action of the herbicide limits what plants are affected. Treatment with Aqua-Kleen at the U.S. Army Corps of Engineers project at Hopkinton Lake in 2003 and 2004 resulted in only milfoil being eradicated from treated areas and native plants were not affected.

The closure is a precautionary measure that is in accordance with New Hampshire Department of Health regulations. Levels of the chemical may exceed state standards immediately following the herbicide application. The restrictions relate to drinking water, which does not apply in this instance, but the

Army Corps of Engineers is taking additional precautionary measures.

A limno barrier at the entrance to Shaw Cove from the Pemigewasset River will be installed to prevent any of the Aqua-Kleen capsules from reaching the main flow of the river. A limno barrier is a plastic waved material that is secured vertically with PVC pipes. At the water surface orange flotation devices are visible showing the location of the barrier. There will also be a small area left open for boats to enter and leave Shaw Cove. The Shaw Cove boat ramp will only be closed for the day of treatment.

Variable milfoil treatment must take place during the growing season at normal water levels. Since Shaw Cove is a part of a flood control project that stores water every spring, the time frame for treatment is limited to approximately two weeks in June.

For additional information concerning the variable milfoil treatment or the Shaw Cove temporary closure, contact Ranger Jennifer Rockett at the project office at 603-934-2116.



# Adventures in Iraq:

Chris Lindsay's last letter from the desert before he returns home

*Hello All,*

*It's been quite a trip, but after 114 days in Iraq I'm getting ready (and excited) to return home. The work is still quite demanding but as others have said, 'what else are you going to do?' There's been quite a few significant moments and sometimes they run together so it's hard to pinpoint where a particular story begins. To be sure, as in this story, there is no ending.*

I'll start by reiterating the fact that I have developed a close relationship with a few Romanian soldiers. Their area of responsibility includes a city called Suk Ash Shuyukh. This is a poor area that most (U.S. and Italian troops) have



*Chris Lindsay (second from left) with American, Italian and Romanian soldiers visit with Ali Hussein in Iraq.*

trouble transiting and on at least one occasion a convoy of Italian armored vehicles was attacked by an Improvised

Explosive Device (IED). But the Romanians have worked in the area the most and developed a trusting relationship with the local Deputy Governor, Ali Hussein. They have little trouble when they visit this area.

Several months ago Ali Hussein came to a Provincial Coordination Team meeting at our base and our Commander promised he would visit this city of Suk Ash Shuyukh.

Consequently, Col. Gerber learned of the relationships described above and asked if I could coordinate this meeting through the Romanians. It sounded pretty straight-forward but in reality it was complicated and took several weeks of communications and protocol to put it together.

The Romanians as it turns out, are under the command of the Italians, so the official request had to be made from a higher level than myself. So our Chiefs Ops Officer (S3) made the request through the Italian J9 commander,



*Allied troops hold a meeting with Ali Hussein and a colleague during their visit.*



Col. Pristia, and the ball really got rolling...or not.

Actually I thought the Colonel was going to cancel the operation at any moment, but he didn't. It was an experience for me, since they treated this like a military operation with secret briefings at the Italian camp late at night to go over all movements and contingencies.

The plan was developed by my friend, the Romanian Captain Duta (George) who would accompany us along with the J9 Chief and the Italians provided the escort. Op-Sec was the word.

The Dep. Gov. was not told of the visit until he met us in the morning outside the Italian camp gate. Then we all drove to Suk Ash Shuyukh to visit three of our project sites – a police station, a health center and a school.

I can only imagine what Ali Hussein was feeling when he saw the Commander of GRS, Commander of J9 and his Romanian friend, George there to greet him.

Our Area Engineer, Russ Holeman and I were there mostly to take pictures and, of course, carefully take notes on

the discussions.

The police station was 50 percent complete and the chief was very pleased with the work. However, he was quick to take advantage of the moment to point out many other items which were needed in addition to the \$300,000 renovation/addition. If you don't ask, you won't get – they've learned that lesson well.

The next stop was a primary health center in the downtown area where the work had stalled for a number of reasons and the Dep. Gov. was concerned. Good news for us because work was again underway. The concrete sub base was in place and being cured.

We talked with the contractors on site about when they might finish – four months – not bad. They can actually build things very fast over here. It's quality issues and 'Government Interference' (sometimes called HELP) that slow things down. The school we were to visit was across the street. The project was completed but the school was in summer recess so we could visit.

The Dep. Gov. invited us to his office to further discuss the needs of his community. The offer could not really

be refused so off we went. About this time I was getting tired. The body armor and the 110+ heat were getting to me, but what can you say in such company?

Right – nothing! The discussion was very congenial and sincere as Ali Hussein continued to cite all the needs of his city (they really need a lot).

The fact that he was sitting in his office with U.S., Italian, and Romanian commanders assured a successful meeting and really left an impression on me as well. This was truly a combined effort to reach out to this community and it was greatly appreciated and you could feel the warmth of this person who really felt somebody cares.

He was asked to prioritize his projects and submit them to us for consideration when the next round of funds becomes available next month.

On a more personal note, the bugs are down right ferocious and demand constant vigilance in applying and reapplying repellent. I admit they got the better of me last week but I bounced back and it looks like I'm going to win [by] going away. Our admin person actually had the chicken pox – bad news for anyone who didn't get that as child. She was confined to quarters for several days and is still covered over a week later!

I just sent a big box of stuff home and have one other to send next week. I leave here early on the 7th and will arrive home on the 10th. Thanks to all of you who helped make this tour a little easier.

I can't say how much it helps to hear from you (and to receive neat stuff as well). We are definitely making a difference!

But the task is enormous and there's a very long road ahead. I'm very proud to have played a part, however small.

As Ken would say, 'God Bless America.'

Always,  
Chris

*(Editor's note: Chris Lindsay arrived back at the District in mid-June.)*



Photos provided by Chris Lindsay

*Iraqi contractors take a break from their work to smile for the camera.*

# Equal Employment Opportunity:

## Asian American/Pacific Islander Heritage celebrated at District

*New England District's Asian American/Pacific Islander Committee, in conjunction with the Equal Employment Opportunity Office, hosted a celebration of Asian American/Pacific Islander heritage May 26 in the cafeteria. This year's theme was "Liberty and Freedom for All."*

Henry Oliveras, Director of the Natural Way Asian Therapies and Fitness Programs, served as the keynote speaker for the program.

Lt. Col. Andrew Nelson, Deputy District Engineer, welcomed the audience and discussed the rich past of Asian/Pacific Americans. "Many Asian/Pacific immigrants came to America to discover the promise of our nation and to realize their dreams," he said. "Their contributions were critical in establishing a robust economy. Asian/Pacific Americans also worked tirelessly to build our national railroad infrastructure, paving the way for our western expansion and growth as a world leader."

The Deputy District Engineer also discussed the significant contributions that Asian/Pacific Americans make to the nation today. "Today, as in the past, their dedication and service to advancing peace in a troubled world upholds the values that make our country strong," he said.

Peter Hugh, Asian American/Pacific Islander Program Manager, introduced the keynote speaker who lectured on "QI" (vital life force), the history of Tai Chi and its relationship and application in traditional Chinese medicine and martial arts.

The keynote speaker also discussed the practical use of Taoist philosophies in life and Tai Chi practice addressing form practice and pushing hands and their synergy as meditation, exercise and martial arts, covering the use of the term "Invest in loss" for life and martial arts and the use of four ounces to overcome a 1,000 pounds of force.

Oliveras also demonstrated Tai Chi Pushing Hands and Tai Chi Sword forms, with the assistance of Kevin Cobb, and provided trial accupressure chair sessions to employees after the lecture.

Following the demonstrations, Hugh and Lt. Col. Nelson presented Oliveras with a Bunker Hill plaque in appreciation for his appearance at the District.

After some closing remarks by Hugh, the event concluded and was followed by a small reception.



*Henry Oliveras (in white), with the assistance of Kevin Cobb, demonstrates various Tai Chi forms during the celebration.*





## Ranger training at the Cape Cod Canal

*New England District Park Rangers conducted the Annual Summer Ranger Visitor Assistance training at the Cape Cod Canal in June. Instructors included Park Rangers from the Canal and the Tully Project. Topics that were covered during the training included the Corps Visitor Assistance Policy, Safe Self, personal protection and scenarios. Photos by Kevin Burke.*

## Chief of Engineers releases new Strategic Vision

*Continued from page 1*

Strock writes about the Core Competencies and Operating Principles of the Corps. "We apply a combination of core competencies that distinguishes us as a unique public service engineering organization," he said. "Using the Army values as our foundation, we execute public and military engineering programs. Our people, experience and service ethic give us the agility to rapidly respond whenever and wherever we are needed."

The booklet also features the new Corps of Engineers Strategic Vision:

The U.S. Army Corps of Engineers—One Team: Relevant, Ready, Responsive and Reliable, proudly serving the Armed Forces and the Nation now and in the future.

A full-spectrum Engineer Force of high quality Civilians and Soldiers, working with our partners to deliver

innovative and effective solutions to the Nation's engineering challenges:

- An Army Values-Based Organization
- Focused on the Mission and Those We Serve
- Dedicated to Public Service
- A Vital Part of the Army

Lt. Gen. Strock also covers the spectrum of USACE Operations in "Strategic Directions."

According to the Chief, the Corps' enduring values, guiding principles and core competencies provide the foundation for all the organization does.

"The work we do in our five mission areas generates a set of capabilities that can be applied across the spectrum of operations, from peace to war," he wrote.

In addition, the Chief covers Campaign Goals, to include Support Stability, Reconstruction and Homeland Security Operations; Develop Sound Water Resources Solutions; and Enhance Life-

Cycle Infrastructure Management. And finally, "Strategic Directions" discusses Enabling Capabilities, focusing on Sustainability Ethic; Learning Organization; Expeditionary Mindset; Strategic Alliances; Consistent, Efficient and Effective Business Processes; World-Class Workforce; Interdependence; and Flexible Acquisition Tools.

Lt. Gen. Strock encourages all Corps of Engineers employees to read "Strategic Directions" and work towards building a better future for the organization.

"Join us in making our vision a reality," he said. "For the Corps to continue our proud legacy of service to our nation, we need every team member's effort and energy."

To learn more about the Corps' campaign goals and supporting objectives, please go to <http://www.usace.army.mil>.



## Dredging up the past . . .



*Sharon Valente, Christine Hilbrunner and Sue Logue attend a retirement event during this circa 1995 photo.*

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New England District  
U.S. Army Corps of Engineers  
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